SECTION NAME: SAWS Communication Plan	
RESPONSIBLE PARTY: Javier Rodriguez – Communications Analyst	
BRIEF DESCRIPTION OF SECTION: The SAWS Communication Plan facilitates an effective communication strategy and provides a framework for the exchange of information both within and outside the project. It documents ongoing communication practices and standardized information exchange vehicles and addresses the various communication elements. The SAWS Communication Plan is a guide to accomplish the communication objectives necessary to provide the appropriate state oversight of the SAWS consortia.	

CHANGE LOG

DATE	CHANGE DESCRIPTION/LOCATION	INITIALS
June 25, 2001	The Communication Plan was revised to incorporate industry standards and best practices	JR

STATEWIDE AUTOMATED WELFARE SYSTEM PROJECT

COMMUNICATION PLAN

Table of Contents

I. INTRODUCTION

State Law provides the Health and Human Services Agency Data Center (HHSDC) the responsibility for state oversight of the Statewide Automated Welfare System (SAWS) consortia system to optimize the successful implementation of the project and mitigate project risk. A key element to accomplish that objective is the HHSDC's commitment to the goal of comprehensive, effective, and timely communication internally and between project staff and the stakeholders of the SAWS Project. The SAWS Project Communication Plan (referred to elsewhere as the Plan) provides the framework for the exchange of information both within and outside the project and facilitates the tracking and resolution of issues with statewide impact. The Plan documents ongoing communication practices and standardized information exchange vehicles, and addresses the various SAWS communication elements.

With the Plan, the HHSDC acknowledges that communication about the SAWS Project must occur on a regular basis. If the HHSDC staff and the project stakeholders are not properly informed about all the issues surrounding the projects, the HHSDC's state oversight objectives and/or the success of the SAWS Project is jeopardized. Successful execution of the Plan is dependent upon the cooperative participation of the project management and stakeholders in ongoing communications throughout the duration of the SAWS Projects. Under the Plan, communications are relevant, meaningful and at an appropriate level of detail for the targeted audience. Communication with the stakeholders is based on their needs and feedback and the Information is shared timely. The emphasis placed by the HHSDC on effective communication demonstrates and reinforces its commitment to the success of the SAWS Project. The Plan is a living and evolving document and is revised whenever it is appropriate to improve communications. Recommendations for improvements are encouraged and welcomed from the stakeholders. Likewise, modifications are made when necessary accommodate changes in environmental factors.

Background of the Project

The State of California has long recognized the potential efficiency, operational and management information benefits that would be gained from a comprehensive automated statewide welfare system. Recognizing the need for a clear and cohesive strategy the California Legislature passed, and the Governor signed, Chapter 303 of the Budget Act of 1995. This budget act mandated that by November 1, 1995, the HHSDC, in collaboration with the California Welfare Director Association (CWDA), develop a multiple county consortium strategy for statewide welfare automation. The HHSDC was

assigned the lead role in a collaborative process to plan for implementation of the strategy and assumed the responsibility of monitoring county implementation and on-going operations. The Budget Act of 1995 also mandated that by February 1, 1996, the HHSDC, in collaboration with the CWDA, develop a plan for implementing the SAWS multiple county consortium strategy. That requirement was met in February 1996 with the submission of the report to the Legislature entitled "A Plan for Implementing the Multiple County Consortium Strategy." That report outlined the roles and responsibilities of counties' consortia (SAWS consortia), the County Automated Welfare System Advisory Committee (CAWSAC), and the HHSDC.

When the 1996 Report to the Legislature was produced, Los Angeles County had engaged a system integration contractor and the Los Angeles Eligibility, Automated Determination, Evaluation and Reporting System (LEADER) application development project had advanced into the design phase. Consequently, it was not feasible to implement an oversight program for LEADER that would have been as comprehensive as a program implemented at the beginning of a new development project. In the State Budget Act Language for 2000/2001 the Legislature directed the HHSDC to develop a plan for providing "additional state oversight" of the SAWS consortia system in order to optimize successful project implementation and mitigate project risk. As a result, the HHSDC developed an approach to oversight that is more applicable to new projects, such as the CalWORKs Information Network (CalWIN) and Consortium IV (C-IV). That approach was developed with influence from the California Department of Information Technology (DOIT), the Legislative Analyst's Office, industry best practices, and the lessons learned from LEADER and the Interim Statewide Automated Welfare System (ISAWS).

Purpose of the Document

In order for the HHSDC to be able to provide the appropriate state oversight of the SAWS consortia, it is necessary to develop a comprehensive communication plan that allows for an effective communication strategy. The Plan is intended to serve that purpose and to be the guide to accomplish the following project communication objectives:

- Promote timely project status reporting and information exchange

- Disseminate information regarding the current SAWS strategy, and establish a process to change the strategy when necessary and appropriate

- Assist SAWS stakeholders to take advantage of lessons learned

- Establish a forum to facilitate the proper discussion, evaluation, escalation and resolution of relevant issues

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- Assist the HHSDC to provide appropriate state oversight to the SAWS Projects as directed by State Law

- Strengthen the partnerships of the SAWS stakeholders

- Clarify the roles and responsibilities of stakeholders

- Assist the HHSDC in meeting the collaborative stakeholder requirements of the SAWS State Oversight Activities Plan

- Assist in the overall success of the SAWS Projects

Document Organization

The Communication Plan is divided into three major categories:

I. INTRODUCTION

Provides a general background of the SAWS Project and the purpose of the Communication Plan.

II. SAWS OVERSIGHT ORGANIZATIONAL STRUCTURE

Identifies and describes all SAWS stakeholders and provides indication of their degree of influence and impact on the project and identifies the parties responsible for providing communications to the various stakeholders.

II. INFORMATION DISTRIBUTION

Identifies the various methods of communication used to disseminate information, information dissemination rules and the assumptions and constraints of the plan.

APPENDIX A
Contains all the list of acronyms used in the plan.

APPENDIX B
Contains the primary contacts for SAWS Project staff and the project stakeholders.

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II. SAWS OVERSIGHT ORGANIZATIONAL STRUCTURE

The HHSDC and CAWSAC have the primary responsibility for providing general project management and oversight of the SAWS Project, which includes facilitating communications and teamwork among project stakeholders, monitoring county implementation and ongoing operations to ensure that system standards and program requirements are met and facilitating the cost effective use of monies. Other key participants in the implementation of the SAWS strategy are the CWDA, the California County Information Services Directors Association (CCISDA), the California Health and Human Services Agency (CHHSA), The California Department of Social Services (CDSS), and the California Department of Health Services (DHS).

The CDSS and the DHS are the state agencies responsible for the supervision of the administration of public assistance and are primarily responsible for communicating to counties and consortia consistent and accurate policy direction and public assistance rule interpretations. The CDSS and the DHS are also responsible for defining state and federal reporting requirements for welfare program functions. Consequently, the CDSS and the DHS participate as full partners with the HHSDC, the consortia and the counties during all the phases of system development and maintenance of the SAWS Projects.

The Department of Finance (DOF) and the DOIT have state review and/or approval responsibilities over planning documents during the project's life cycle. Likewise, the US Department of Health and Human Services (DHHS) and the Food and Nutrition Service (FNS) have the responsibility of reviewing and/or approving project documents at the federal level.

A cornerstone of the SAWS strategy direction is the concept of multiple county consortia. The purpose of the consortium concept is to facilitate the collaboration of counties in meeting their business needs in the areas of system planning, development, implementation and maintenance. Rather than mandate a single statewide solution intended to meet all of the counties' needs, counties are allowed to form up to four county consortia. This approach provides counties greater flexibility in the development and implementation of welfare automation. Taking advantage of this flexibility and based on counties' individual needs, the counties have aliened in four different consortia as follows:

- **LEADER** (Los Angeles County)
- **ISAWS** (Alpine, Amador, Butte, Calaveras, Colusa, Del Norte, El Dorado, Glenn, Humboldt, Imperial, Inyo, Kern, Kings, Lake Lassen, Madera, Marin, Mariposa. Mendocino, Modoc, Mono, Monterey, Napa, Nevada, Plumas, San Benito, San Joaquin, Shasta, Sierra, Siskiyou, Sutter, Tehama, Trinity Tuolumne, and Yuba)

- **WCDS** (Alameda, Contra Costa, Fresno, Orange, Placer, Sacramento, San Diego, San Francisco, San Luis Obispo, San Mateo, Santa Barbara, Santa Cruz, Solano, Sonoma, Tulare, Ventura, and Yolo)

- **C-IV** (Merced, Riverside, San Bernardino, and Stanislaus)

Each consortium is responsible for county-level project management, implementation, and operation. As part of the process of developing consortium-level automated welfare systems, the consortia must document and communicate their business and technology needs. They also have the responsibility of conducting competitive procurements for their SAWS system solutions and developing and implementing a governance system to address areas such as consortia membership, administration, decision-making and cost sharing.

HHSDC Executive Management

Chartered in 1977, the HHSDC provides cost-effective, large-scale computer processing and telecommunications services to the departments within the CHHSA. The HHSDC's organization consists of the Director's Office and six divisions.

- The Director's Office formulates strategic plans and advises the CHHSA Secretary on information technology issues. The Director's Office also works closely with other state departments and agencies such as the DOIT, the Department of General Services, the Teale Data Center and other CHHSA departments on statewide information technology issues.

- The Administrative Division supports the HHSDC and its customers through budget, accounting, customer billing, personnel, labor relations, rate setting, equal employment opportunity, business services, facilities development and management, and procurement. This division also provides data management and support to the HHSDC internal computer applications.

- The Information Systems Division installs and maintains software necessary for the operation of the HHSDC's "mainframe" computer systems, analyzes workload information to determine computer resource requirements and monitors internal computing performance to insure adequate resource availability for all customer applications, along with sufficient reserves to meet workload growth and maintain quality service levels. Division staff also support multi-platform operating systems including MVS, DEC and Unisys.

- The Planning and Consulting Division performs information technology (IT) security and operational recovery for the HHSDC. In addition, this division

provides enterprise architecture planning and technical consulting, and develops new products and services. Other support significant to our customers includes the provision of conference and training facilities, as well as classes at the HHSDC Training Center.

- The Technology Development and Integration Division provides operational support of open systems, distributed computing hardware and software and the legacy VM messaging platform. Existing platforms include Novell, VM, UNIX and NT. This division maintains and operates the HHSDC's messaging services, providing administrative support for Exchange and connector software for other messaging systems, manages the HHSDC's e-mail directory services and provides infrastructure services for customers' Internet and Intranet applications. This division also has responsibility for definition, development, implementation and marketing of all non-mainframe, rate-supported offerings, along with the evaluation of emerging technologies for consideration as future HHSDC service offerings.

- The Telecommunications Division operates a multiprotocol network environment providing a wide range of customer solutions including distributed processing, dial access and Internet access to CHHSA customer departments. The division provides support for "any-to-any" connectivity and the various protocols required to support customers. This division provides a central point of contact for customer assistance in reporting and processing network and system problems. In addition, the division works with customer departments to analyze requirements for data communication equipment and communication links between the HHSDC and customer locations. Services include contracting with vendors, vendor performance tracking, problem escalation, placing equipment and circuit orders, confirming equipment delivery, coordinating installation activities and performing stability testing to validate proper functioning of the equipment and network.

- The Systems Integration Division provides management and implementation of specific statewide health and human services automation programs. The major projects currently managed by this division are: Statewide Automated Welfare System (SAWS), Statewide Child Welfare Services/Case Management System (CWS/CMS), Statewide Fingerprint Imaging System (SFIS), Electronic Benefit Transfer (EBT), In-Home Support Services/Case Management Information and Payrolling System (CMIPS).

Stakeholders

Stakeholders are individuals or a group of people, internal or external to the organization, involved in or affected by the change process. Identifying, classifying and understanding the various stakeholders of the SAWS Project, their specific information needs and their ability to influence and affect outcomes, is a first critical step in developing an effective communication process. It is particularly important to define what is to be accomplished via the communication effort for each stakeholder group. These communication objectives will affect the development of specific strategies and activities to be employed. The outcomes may range from simply informing stakeholders to educating with the intent of facilitating some type of action such as approving a funding request.

Table A: Description of Stakeholders

Table A provides a list of the stakeholders, their involvement and the role they play in the SAWS Project.

Stakeholder	Description
Federal Control Agencies	
Administration for Children and Families, (ACF), Department of Health and Human Services (DHHS), Central Office	Federal agency located in Washington, D.C. responsible for providing approval, funding, and monitoring systems development and implementation for the federally funded Temporary Assistance for Needy Families (TANF) program (CalWORKs in California), Foster Care and Refugee Assistance programs.
ACF, DHHS, Regional Office	A regional office of the ACF located in San Francisco, California that acts as an intermediary between the state agencies and ACF Central Office.
Health Care Financing Administration (HCFA), DHHS, Central Office	Federal agency located in Washington, D.C. responsible for providing approval, funding, and monitoring systems development and implementation for federally funded Medical Assistance Programs (Medi-Cal in California).
HCFA, DHHS, Regional Office	A regional office of the HCFA located in San Francisco, California that acts as an intermediary between the state agencies and HCFA Central Office.

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Stakeholder	Description
Food and Nutrition Service (FNS), United States Department of Agriculture (USDA), Central Office	Federal agency located in Washington D.C. responsible for providing approval, funding, and monitoring systems development and implementation for federally-assisted Food Stamps Program.
FNS, USDA, Regional Office	A regional office of the FNS located in San Francisco California that acts as an intermediary between the state agencies and FNS Central Office.
State Control Agencies	
California Legislature	Branch of state government responsible for allocating funds for the statewide automated Projects
Department of Finance (DOF)	State agency responsible for reviewing and monitoring state departments' expenditures
Department of Information Technology (DOIT)	State agency responsible for coordinating information technology and telecommunications systems to ensure that the state receives the maximum benefit from its investment
Program Departments	
State Department of Social Services (CDSS)	A project sponsor, CDSS is responsible for monitoring and interpreting the implementation of rules and communicating consistent and accurate policy direction to counties regarding the CalWORK's, Refugee Assistance, and Foster Care programs
State Department of Health Services (DHS)	As project sponsor, DHS is responsible for monitoring and interpreting the implementation of rules and communicating consistent and accurate policy direction to counties regarding the Medi-Cal program
Other State Agencies	
California Health and Human Services Agency (CHHS)	CHHS oversees the HHSDC, CDSS and DHS in the administration the state and federal public assistance programs and associated statewide automation projects

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Stakeholder	Description
Health and Human Services Agency Data Center (HHSDC)	The HHSDC is responsible for providing general project management and oversight of the SAWS Project
California Department of General Services (DGS), Procurement Division	DGS is responsible for overseeing state procurements and acquisitions of electronic data processing and related goods and services
County	
SAWS Consortia	The four county groups formed to be the foundation for the implementation of the SAWS multiple county consortium strategy
California County Information Services Directors Association (CCISDA)	County organization formed to monitor and assess the impact statewide automated systems would have on existing county data processing systems
County Welfare Directors Association (CWDA)	The County Welfare Directors' organization that serves as the forum to discuss and resolve county issues which, among other relevant topics, include public assistance programs' policy and welfare automation
County Welfare Directors and Other Representatives	County Welfare Departments' heads and/or representatives responsible for the administration and implementation of public assistance programs and associated automation projects
Other Welfare Automation Project	
CalSERV	The statewide project developing a mechanism to allow the electronic exchange of appropriate welfare data between the four SAWS consortia systems and other relevant statewide systems
Welfare Data Tracking Implementation Project (WDTIP)	The statewide project designed to assist counties in the tracking of CalWORK's and Food Stamps applicants and recipients to determine eligibility
Electronic Benefit Transfer (EBT)	California's statewide electronic benefits issuance project for cash assistance and Food Stamp benefits
Statewide Fingerprint Imaging System (SFIS)	The statewide project using fingerprint identification technology to reduce or eliminate welfare fraud

Stakeholder	Description
SAWS Vendors/Consultants	
HHSDC Independent Validation and Verification (IV&V) Vendors	Vendors acquired by the HHSDC to assist in the oversight of the SAWS Projects
Consortia V&V Vendors	Vendors acquired by the consortia to provide consultant services and assist in the general management of the SAWS Project
Development/Implementation Vendors	Vendors procured by the consortia to develop and/or implement the SAWS systems
Maintenance Contractors	Vendors procured by the consortia to provide system maintenance services for the SAWS systems

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Table B: Stakeholders' Degree of Influence, Communication Strategy and Level of Impact

Table B identifies the SAWS stakeholders' degree of influence over the project, the communication strategy for each stakeholder and who communicates the information. Additionally, the table provides an assessment of the level of impact the project has over each stakeholder.

Stakeholder	Degree of Impact	Degree of Influence	Strategy	Who Communicates Message
Federal Control Agencies				
ACF, DHHS, Central Office	Low	High	- Keep them informed about the Project's status - Timely discussion of issues affecting the Project's progress	- HHSDC-SAWS - CDSS
ACF, DHHS, Regional Office	Low	High	- Keep them informed about the Project's status - Timely discussion of issues affecting the Project's progress - Develop strategies to address Project issues, including funding issues - Obtain advanced notice of federal policies, processes and procedures affecting the Project	- HHSDC-SAWS - CDSS
HCFA, DHHS, Central Office	Low	High	- Keep them informed about the Project's status - Timely discussion of issues affecting the Project's progress	- HHSDC-SAWS - DHS
HCFA, DHHS, Regional Office	Low	High	- Keep them informed about the Project's status - Timely discussion of issues affecting the Project's progress - Develop strategies to address Project issues, including finding issues - Obtain advanced notice of federal policies, processes and procedures affecting the Project	- HHSDC-SAWS - DHS

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Stakeholder	Degree of Impact	Degree of Influence	Strategy	Who Communicates Message
FNS, USDA, Central Office	Low	High	- Keep them informed about the Project's status - Timely discussion of issues affecting the Project's progress - Develop strategies to address Project issues, including funding issues	- HHSDC-SAWS - CDSS
FNS, USDA, Regional Office	Low	High	- Keep them informed about the Project's status - Timely discussion of issues affecting the Project's progress - Develop strategies to address Project issues, including funding issues - Obtain advanced notice of federal policies, processes and procedures affecting the Project	- HHSDC-SAWS - CDSS
State Control Agencies				
California Legislature	Low	High	- Maintain informed regarding the status and progress of the project - Provide the necessary reports regarding the project	- HHSDC-SAWS - DOIT - DOF - CHHS - CDSS - DHS
DOF	Low	High	- Keep informed regarding the status of the Project - Timely discussion of issues impacting the progress of the Project - Timely discussion of state control agency policies and procedures that may impact the Project - Develop strategies to address Project funding issues	- CHHS - HHSDC-SAWS - CDSS - DHS
DOIT	Med	High	- Keep informed regarding the status of the Project - Timely discussion of issues impacting the progress of the Project - Timely discussion of state control agency policies and procedures that may impact the Project	- CHHS - HHSDC-SAWS - CDSS - DHS

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Stakeholder	Degree of Impact	Degree of Influence	Strategy	Who Communicates Message
Program Department				
DSS	High	High	- Secure and maintain a cooperative partnership with all the Project stakeholders - Continuous sharing of timely Project and programs information, policies and procedures affecting the Project - Develop strategies to resolve Project issues - Obtain advanced notice of federal policies, processes and procedures affecting the Project	- DHHS-ACF - USDA-FNS - CA Legislature - DOF - DOIT - CHHS - HHSDC-SAWS - DHS - SAWS Consortia - CWDA - County Welfare Directors and Representatives
DHS	High	High	- Secure and maintain a cooperative partnership with all the Project stakeholders - Continuous sharing of timely Project and programs information, policies and procedures affecting the Project - Develop strategies to resolve Project issues - Obtain advanced notice of federal policies, processes and procedures affecting the Project	- DHHS-HCFA - CA Legislature - DOF - DOIT - CHHS - HHSDC-SAWS - CDSS - SAWS Consortia - CWDA - County Welfare Directors and Representatives
Other State Agencies				
CHHSA	Med	High	- Keep informed regarding the status of the Project - Timely sharing of program information, policies and procedures affecting the progress of the Project - Develop strategies to resolve Project issues, including funding issues	- CA Legislature - DOF - DOIT - HHSDC-SAWS - CWDA - County Welfare Directors and Representatives
HHSDC	High	High	- Secure/maintain a Cooperative partnership with all stakeholders	- DHHS-HCFA - DHHS-ACF - USDA-FNS

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Stakeholder	Degree of Impact	Degree of Influence	Strategy	Who Communicates Message
			- Continuous sharing of timely Project and program information, policies and procedures affecting the Project - Develop strategies to resolve Project issues - Develop strategies to address Project funding issues - Obtain advanced notice of federal policies, processes and procedures affecting the Project - Provide regular updates of SAWS Project status, accomplishments, issues and risks - Keep informed of all Project's events and accomplishments - Document and track the resolution of program issues with statewide impact - Document and provide information to stakeholders regarding lessons learned	- CA Legislature - DOF - DOIT - CHHS - CDSS - DHS - DGS - SAWS Consortia - CWDA - CCISDA - County Welfare Directors & Representatives - CalSERV - WDTIP - EBT - SFIS - SAWS Vendors and Consultants
Department of General Services (DGS)	Low	Med	- Secure/maintain a cooperative partnership to acquire the necessary support for state acquisitions	- HHSDC - CDSS - DHS

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Stakeholder	Degree of Impact	Degree of Influence	Strategy	Who Communicates Message
County				
CCISDA	Med	Med	- Keep informed regarding the status of the Project - Timely discussion of issues impacting the progress of the Project	- HHSDC - CDSS - DHS - SAWS Consortia - CWDA - County Welfare Directors and Representatives
CWDA	High	High	- Secure/maintain a Cooperative partnership - Continuous sharing of timely Project and program information, policies and procedures affecting the Project - Develop strategies to resolve Project issues - Provide regular updates of SAWS Projects' status, accomplishments, issues and risks - Keep informed of all Project events and accomplishments	- HHSDC - CDSS - DHS - County Welfare Directors and Representatives - SAWS Consortia
County Welfare Directors and Other Representatives	High	High	- Secure/maintain a Cooperative partnership - Continuous sharing of timely project and program information, policies and procedures affecting the project - Develop strategies to resolve project issues - Provide regular updates of SAWS Projects' status, accomplishments, issues and risks - Keep informed of all project's events and accomplishments	- HHSDC - CDSS - DHS - CWDA - SAWS Consortia
Other Welfare Automation Projects				
CalSERV	High	High	- Continuous sharing of timely Project and program information, policies and procedures affecting the Project	- HHSDC - CDSS - DHS - SAWS Consortia

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Stakeholder	Degree of Impact	Degree of Influence	Strategy	Who Communicates Message
			- Keep informed of all Project events and accomplishments	
WDTIP	High	Med	- Continuous sharing of timely Project and program information, policies and procedures affecting the Project - Keep informed of all Project events and accomplishments	- HHSDC - CDSS - DHS - SAWS Consortia
EBT	High	Med	- Continuous sharing of timely Project and program information, policies and procedures affecting the Project - Keep informed of all Project events and accomplishments	- HHSDC - CDSS - DHS - SAWS Consortia
SFIS	High	Med	- Continuous sharing of timely Project and program information, policies and procedures affecting the Project - Keep informed of all Project events and accomplishments	- HHSDC - CDSS - DHS - SAWS Consortia

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Stakeholder	Degree of Impact	Degree of Influence	Strategy	Who Communicates Message
SAWS Vendors/Consultants				
HHSDC Independent Validation and Verification (IV&V) Vendors	Low	Med	- Maintain informed about Project events, status, and relevant issues - Provide all the necessary data and resources to assist them with their review	- HHSDC - CDSS - DHS - SAWS Consortia
Consortia IV &V Vendors	Low	Med	- Maintain informed about Project events, status, and relevant issues - Provide all the necessary data and resources to assist them with their review	- HHSDC - CDSS - DHS - SAWS Consortia
Development/Implementation Vendors	Med	High	- Secure and maintain a cooperative partnership during the development and/or implementation process - Maintain informed about Project events, status, and relevant issues - Continuous sharing of timely Project and program information, policies and procedures affecting the Project - Provide all the necessary information to assist the vendor during the development and implementation process	- SAWS Consortia - County Welfare Directors & Representatives - HHSDC
Maintenance Contractors	Med	High	- Secure and maintain a cooperative partnership with the maintenance contractor - Maintain informed about Project's events, status, and relevant issues - Continuous sharing of timely project and program information, policies and procedures affecting the Project - Provide all the necessary information to assist the vendor in the maintenance of the SAWS system	- SAWS Consortia - County Welfare Directors & Representatives - HHSDC

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III. INFORMATION DISTRIBUTION

The primary objective in the distribution of essential SAWS Project information is to ensure that it is available to the stakeholders in a timely manner. The distribution of that information is accomplished through the implementation of the Communication Plan and by responding to unexpected requests for information. Communication skills are used during the exchange information. Included in these communication skills is the ability to ensure that the information being distributed is clear, unambiguous and complete. The process of communicating has several dimensions as follows:

- Written and oral, listening and speaking
- Internal (within the project) and external (to individuals/agencies outside the project)
- Formal (reports, briefings, etc.) and informal (memos, ad hoc conversations, etc.)
- Vertical (up and down the organization) and horizontal (within peers)

Project information is distributed using a variety of methods, including project meetings, agency briefings, hard copy document distribution, shared access to networked electronic databases, fax, electronic mail, voice mail, etc. The following table identifies the communication methods utilized to disseminate project information to ensure the success or the project.

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Table C: Communication Methods

Table C identifies the communication methods used in the SAWS Project to exchange information internally and with stakeholders. It describes each method of communication and indicates the frequency it is used. The table also identifies the parties responsible for the use of each communication methods and the targeted audiences.

Communication Method	Description	Frequency	Responsible Party	Targeted Audience
Hard Copy				
DOIT Project Update Reports	Monthly Project Update Reports are prepared by SAWS staff and submitted to DOIT. The report includes six sections to address the state level and consortia level SAWS Project components: State Oversight, WDTIP, ISAWS, LEADER, WCDS, and C-IV. The report contain information in the following areas: ▪ General Project Information ▪ Current Status Summary ▪ Significant Accomplishments (including ongoing efforts) / Anticipated Accomplishments ▪ Open Action Items Summary / Suggested Course of Action ▪ Milestone (Project Deliverable) Status ▪ Schedule Status ▪ Financial Information ▪ Technical Status / Technical Issues ▪ Risk Assessment ▪ Risk Management Process Status ▪ Approval Document Status ▪ Milestone and Timeline Charts for the current phase	-Monthly	-HHSDC-SAWS	- DOIT - DOF - CHHS

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Communication Method	Description	Frequency	Responsible Party	Targeted Audience
Project Status Reports	Project Status reports include basically the same information contained in the DOIT Update Report (above), except the financial information.	-Monthly	-HHSDC-SAWS	- ACF, DHHS, Regional Office - HCFA, DHHS, Regional Office - FNS, Regional Office - CDSS - DHS - Consortia - CWDA - CalSERV - WDTIP - EBT - SFIS
Week Ahead Reports to the CHHS	The Week Ahead Report contains all the significant accomplishments, significant meetings, and high profile issues and/or problems anticipated during the next week regarding all the state level and consortia level components included in the project. It also contains information on other projects related to the business of the SAWS Project such as WDTIP, EBT, and SFIS.	-Weekly	-HHSDC-SAWS	- CHHS
Legislative Reports	Legislative Reports contain general information regarding the project's progress and direction and document significant consortia activities. It also provides information regarding significant schedule, budget, and functionality changes in the project.	-Annually -As Required	-HHSDC-SAWS	-California Legislature
Federal Reports	Federal Regulations require the submission periodic status reports regarding the progress of the various consortia projects included in SAWS as well as project oversight.	-Annually -As Required	-Consortia -HHSDC-SAWS	- DHHS-HCFA - DHHS-ACF - USDA-FNS

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Communication Method	Description	Frequency	Responsible Party	Targeted Audience
Performance Reports	Performance Reporting Documents are often prepared by consultants to document and disseminate project performance information regarding how project resources are being utilized to achieve project objectives. These reports may provide information on areas such as scope, schedule, costs, quality, risks, and procurement. The analysis of project performance often generates recommendations for change to some aspect of the project.	-As necessary	-Consortia -HHSDC-SAWS -CDSS -DHS	- State Control Agencies - Program Departments - CHHS - HHSDC-SAWS - Consortia
Project Planning Documents	Project Planning Documents are routinely prepared for state and federal control agencies to request the necessary funding for project activities during the planning, development, implementation and maintenance of the SAWS Project components.	-As necessary	-Consortia -HHSDC-SAWS	- State Control Agencies - Federal Controls Agencies
Traditional Communications	A significant amount of information exchanged between the project stakeholders takes place through traditional written communication methods that include letters, memorandums, notes, etc.	-As necessary	-All project stakeholders	- All Project Stakeholders
Project Library	HHSDC-SAWS has established and maintains a project library at the project site containing cataloged records of all hard copy documents associated with the project. The library contains documents such as written communications with the stakeholders, Procurement Documents, Planning Documents, Legislative Reports, Performance Reports, Status Reports, etc. This documents are a method of communication in that they are accessible to individuals searching information regarding any aspect of the project.	-Continuously	-HHSDC-SAWS	- HHSDC - CDSS - DHS - Consortia - Vendors and Consultants

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Communication Method	Description	Frequency	Responsible Party	Targeted Audience
Meetings		-	-	
SAWS/Federal Control Agencies Status Meeting	This quarterly meeting of representatives from the HHSDC-SAWS, CDSS, DHS, and Regional Office representatives from DHHS-HCFA, the HHSDC-ACF, and FNS is designed to keep federal control agencies updated on the project status. It allows the opportunity for the timely discussion of issues impacting the project's progress and development of strategies to resolve project issues. It provides SAWS staff and Program Departments advance notice of federal control agency policies, processes, and procedures that impact the project.	-Quarterly	-HHSDC-SAWS	- DHHS-HCFA, Regional Office - DHHS-ACF, Regional Office - FNS, Regional Office
SAWS/State Control Agencies Status Meetings	This meeting between representatives from the HHSDC-SAWS, CDSS, and DHS and state control agencies (DOIT, DGS and DOF) serves to keep state Control agencies updated on the status of the project. It allows the forum for the timely identification and discussion of issues impacting the project's progress and the development of strategies to address "out-of-process project finding issues.	-Monthly	-HHSDC-SAWS	- DOIT - DOF - DGS
SAWS/Program Departments Status Meetings	This meeting between the HHSDC-SAWS staff and representatives from CDSS and DHS, the project sponsors, provides the conduit for the ongoing sharing of timely project and project sponsor information. These meetings allow the review and discussion of project status updates and program sponsor information regarding programs, policies, and procedures impacting the project.	-Monthly	-HHSDC-SAWS	- CDSS - DHS

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Communication Method	Description	Frequency	Responsible Party	Targeted Audience
State Oversight Working Level Committee	The committee includes representatives from the HHSDC-SAWS, CHHS, DOIT, DOF, CDSS, DHS, CWDA, and the consortia. The purpose of this committee is to receive project status reports, discuss project issues, review outputs from state oversight activities, and assess project risks. The committee also evaluates the need for modifications of the current state oversight process based upon the review of the industry's best practices, performance assessments including the review of project deliverables and Independent Verification and Validation reviews, and lessons learned. The committee discusses identified project risks and makes recommendations on strategies to mitigate risk.	-Monthly	-HHSCD-SAWS	- CHHS - DOIT - DOF - HHSDC - CDSS - DHS - CWDA - Consortia
California Automated Welfare System Advisory Committee (CAWSAC)	Mandated by the Budget Act of 1995, this executive level group, composed of representative from the HHSDC-SAWS, CHHS, DOIT, DOF, CDSS, DHS, CWDA, CCISDA, and the consortia, provides policy direction and advice to the project. The composition of this committee is dictated by budget language and it must include equal representation from the state and the counties. It acts on recommendations for strategy changes and resolves significant project issues. The committee assists in the success of the Multiple County Consortium Strategy by facilitating information exchange between the state, consortia, and counties. It also participates in the development and/or review of project deliverables where appropriate and advices on proposed project strategy modifications. The committee reviews project updates, monitors the project's progress, and identifies, resolves, and communicates significant project issues with potential statewide impact.	-Quarterly	-HHSDC-SAWS	- HHSDC-SAWS - CHHS - DOIT - DOF - CDSS - DHS - CWDA - CCIDDA - Consortia

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Communication Method	Description	Frequency	Responsible Party	Targeted Audience
Consortia Strategy Implementation Committee	This is the working level committee described in the SAWS February 1, 1996, as the "SAWS Cross Functional Team". With representatives from the HHSDC-SAWS, CDSS, DHS, CWDA, the consortia, and other state level associated projects such as WDTIP and CalSERV, this group is the forum for the sharing of lessons learned. All project components report their progress and discuss their plans. Representatives of other projects related to the business of the SAWS Project such as SFIS and EBT attend routinely to share project status updates and lessons learned. Program Department's staff regularly shares information regarding program policy updates, program initiatives, demonstration projects, and other related subjects. Other state staff participates on an ad hoc basis to share information and obtain input from the committee. The committee is the forum for discussion of the project's status and management issues. Project issues may be resolved at this level or escalated as appropriate. Likewise, the committee recommends project strategy adjustments to the CAWSAC.	- Bi-monthly	- HHSDC-SAWS	- HHSDC-SAWS - CDSS - DHS - CWDA - SAWS Consortia
Work Group Sessions	Work groups are often put together to develop strategies and identify issues associated with the implementation of new program policy and/or procedures. These work groups include subject matter, functional and technical experts from the project stakeholders. They combine expertise to address technical issues associated with tasks such as identification and validation of business requirements etc.	- As necessary	- HHSDC-SAWS - Various stakeholders depending on who is leading the effort	- HHSDC - CDSS - DHS - CWDA - SAWS Consortia - County Welfare Directors & Representatives

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Communication Method	Description	Frequency	Responsible Party	Targeted Audience
Regular meetings between the HHSDC-SAWS staff and the various SAWS stakeholders	The HHSDC-SAWS staff regularly meets with various stakeholders to discuss and resolve issues associated with the planning, development, implementation, and maintenance of the project components. The issues discussed in these meetings are generally associated with project areas such as oversight, scope, schedule, stakeholder issues, budgeting, performance evaluations, risk assessment, etc.	-As necessary	-HHSDC-SAWS -Various stakeholders depending on who is leading the effort	- All project stakeholders
Consortia Project Site Visits	Visits to the project sites of the various SAWS components are conducted regularly to monitor development, implementation, and maintenance activities. These visits are conducted regularly by the HHSDC SAWS staff, as part of the state project oversight function. However, occasionally other project stakeholders such as representatives from the Program Departments, other SAWS Project components, federal and state control agencies, etc. have a need to attend these county visits.	-As necessary	-HHSDC-SAWS	- HHSDC-SAWS - SAWS Consortia - State and federal Control Agencies - Program Departments - Project Performance Vendors and Consultants.
Executive Briefings	Executive briefings for the HHSDC Executive Staff are provided monthly to provide project updates and discuss and resolve current project issues . Executive Briefings for Executive Staff of other stakeholders such as the Program Departments and the state and federal control agencies are also conducted on a regular basis.	-Monthly and as necessary	-HHSDC- SAWS	- State and federal Control Agencies - Program Departments
Project Oversight Unit Meetings	Project Oversight Unit meetings are conducted on a regular basis to exchange project's information including completed milestones, significant issues, project milestones, lessons learned, upcoming events, personnel changes, assignments, etc.	-As necessary	-SAWS Project Oversight Manager and Bureau Chief	- SAWS Project Oversight Unit staff

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Communication Method	Description	Frequency	Responsible Party	Targeted Audience
Internal Project Status Meetings	SAWS Project staff meet on a regular basis to discuss project's status, discuss significant issues and strategize the resolution of issues.	-As necessary	-SAWS Project staff	- SAWS Project Staff
Multi-Media		-	-	
Program Status Presentations for Federal Control Agencies	SAWS Project staff perform frequent Microsoft Power Point presentations to federal and state control agencies to provide general project updates and/or resolve significant issues.	-A necessary	-SAWS Project staff	- State and federal control agencies
Program Status Presentations to Program Department Staff	SAWS Project staff frequently provide Microsoft Power Point presentations to the Program Departments to provide general project updates and/or resolve significant issues.	-As necessary	-SAWS Project staff	- Program Departments
Electronic		-	-	
Internet E-mail Connection	SAWS Project staff uses LAN e-mail to communicate internally and Internet e-mail to communicate with all project stakeholders. These methods of communication are widely used to exchange all types of information.	-As necessary	-HHSDC and SAWS Project staff	- All SAWS Stakeholders
Project Website	The SAWS Project uses a website to disseminate all types of project information including general information about the project, status updates, and points of contact.	-Website information is updated monthly	-SAWS Project staff	- Project Stakeholders and the general public
Electronic Project Library (LAN)	The SAWS Project uses a common directory in the LAN to store and access project documents and information. The documents and information stored in the LAN include project reports, budget documents, approval documents, committee rosters, meeting notes, Risk Assessment Reports, SAWS staff directory, correspondence records, program information, etc.	-As necessary	-SAWS Project staff	- SAWS Project staff

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Communication Method	Description	Frequency	Responsible Party	Targeted Audience
Issue Tracking Data Base (LAN)	The SAWS Project uses a database housed in the LAN to track the resolution of issues with statewide impact that arise through the various processes, procedures and discussions within consortia and other entities. SAWS issues are monitored from the time they are identified or presented by the stakeholders, until they are resolved. The database allows direct inquiry to determine the status of an issue and facilitates generating a variety of reports.	-As necessary	-SAWS Project staff	- Originating source of issues and other project stakeholders as necessary
Internet Connection	SAWS staff regularly use the Internet to access information relevant to the project. The Internet enables SAWS staff access to stakeholders web site information and is used as a tool to research subject areas associated with the project.	-As necessary	-SAWS Projects staff	-SAWS Project Staff
Conventional Methods of Communication		-	-	
Fax Communications	SAWS staff uses fax communications to exchange documents with the project stakeholder. This communication method is often used when documents cannot be sent or received electronically.	-As necessary	-SAWS Project staff	- SAWS Project staff and stakeholders
Telephone Communications	Telephone communications are regularly used to communicate internally and with all project stakeholders. This type of communications may include telephone conversations conference calls, voice mail messages.	-As necessary	-SAWS Project staff	- SAWS Project staff and stakeholders

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Dissemination Rules

The dissemination of information regularly used in the SAWS Project is one that utilizes the primary contacts identified for each of the stakeholders. Although the process may vary depending on the issues being addressed, for the most part information is disseminated to stakeholders through the primary contacts. Those primary contacts are responsible for disseminating SAWS Project information within their organization as necessary to successfully accomplish the objectives necessary for the success of the project. For example, information discussed in the various SAWS committees or received through any other means of communication that is relevant to the counties is channeled through the SAWS consortia representatives and/or the CWDA representatives. Likewise, the SAWS Project regularly receives information through their consortia liaisons or the primary contact of the project and is disseminated as necessary to accomplish the desirable objective.

Assumptions and Constraints

The successful execution of the plan is dependent upon the following assumptions:

- Cooperative participation of SAWS Project Management and the project stakeholders in ongoing communications throughout the duration of the project
- Cooperation from state and federal control agencies in the acquisition of the necessary project resources
- Adequate allocation of the project's administrative support for the development, production and distribution of communications
- Stakeholders and project staff providing feedback on a regular basis indicating areas where project communication can be improved or updated

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APPENDIX A: ACRONYMS

Acronym	Phrase/Name
ACF	DHHS, Administration of Children and Family
CalSERV	CalSERV Middleware Project (communication mechanism and central data repository)
CALWIN	CalWORKs Information Network
CalWORKs	California Work Opportunity and Responsibility to Kids
CAWSAC	California Automated Welfare Systems Advisory Committee
CCISDA	California County Information Services Directors Association
DHS	California Department of Health Services
CDSS	California Department of Social Services
CHHSA	California Health and Human Services Agency
C-IV	Consortium IV
CWDA	California Welfare Directors Association
DGS	Department of General Services
DHHS	United Stated Department of Health and Human Services
DOF	Department of Finance
DOIT	Department of Information Technology
EBT	Electronic Benefit Transfer Project
FNS	USDA, Food and Nutrition Service
GAIN	Greater Avenues for Independence
GEARS	GAIN Employment Activity and Reporting System
HCFA	Health Care Financing Administration
HHSDC	California Health and Human Services Agency Data Center
ISAWS	Interim Statewide Automated Welfare System
IV&V	Independent Verification and Validation
LEADER	Los Angeles Eligibility, Automated Determination, Evaluation and Reporting System
SAWS	Statewide Automated Welfare System

Acronym	Phrase/Name
SFIS	Statewide Fingerprint Imaging System
TANF	Temporary Assistance for Needy Families
USDA	United States Department of Agriculture – Food and Nutrition Service
WCDS	Welfare Case Data System
WDTIP	Welfare Data Tracking Implementation Project

APPENDIX B: PRIMARY CONTACTS

Organization	Primary Contact
ACF, DHHS, Central Office	Bill Davis
California Legislature	Cathy Senderling
CalSERV Project	George Fisher
CCISDA	Matt Carroll
CDSS	Cal Rogers
CHHS	Mitzi Higashidani
C-IV Consortium	Van Vanderzyde
CWDA	Meg Sheldon
DGS	Dennis Ericson
DHS	Bob Birdseye
DOF	Sandy Kazer
DOIT	Richard Keene
EBT Project	Bruce Brubaker
FNS, USDA, Central Office	Chris Beavers
FNS, USDA, Regional Office	Jim Larkin
HCFA, DHHS, Central Office	Rick Friedman
HCFA, DHHS, Regional Office	Susan Ruiz
HHSDC	Bob Dell'Agostino
ISAWS Consortium	Barbara Kelsey
LEADER Consortium	Rene′ Camou
SAWS Project	George Christie
SFIS Project	Jon Sorrels
WCDS Consortium	Sandra Erbs
WDTIP Project	Linda Parr